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HARVARD UNIVERSITY  
THE BIOLOGICAL LABORATORIES  
16 DIVINITY AVENUE  
CAMBRIDGE 38, MASSACHUSETTS  
November 27, 1962

*Attached to  
by Paul Berg*

Professor Joshua Lederberg  
School of Medicine  
Stanford University  
Palo Alto, California

Dear Josh:

I have a position that I would like to fill with one of the brightest young men in the country. So far as teaching duties are concerned, it involves joining our group which is giving the new introductory biology course. That course is now in its third year but is still, I am glad to say, highly experimental. The other persons on the staff are: Johns Hopkins, originally from Rockefeller, Peter Albersheim, originally from Cal. Tech., and John Dowling, who took his degree here with me.

As far as teaching goes, this is probably about as interesting and challenging an experience as I can imagine. The laboratories are already well organized and running smoothly, though we like to try new experiments out in them from time to time. My three younger associates are now doing about half the lectures. The new man would come in pretty much on a share-and-share basis. It is important that our man have a lively, communicative personality, and the gift of clarity in exposition. Our students are young, bright, and eager; and the livelier the man, the better it all goes.

If I were to mention a field in which I should especially like to find a man, it would be development and differentiation -- of course with everything new that might be anticipated in that direction. I would, however, be glad to settle for a very bright person whatever his field.

*W. A. G.*

With this go excellent facilities for research and plenty of time in which to do it. The teaching does not make demands that ought to interfere seriously with the man's experimental work. I should say that all of it throughout the year boils down to about one one-semester course. There need not be any time in which the man has to stop his experiments.

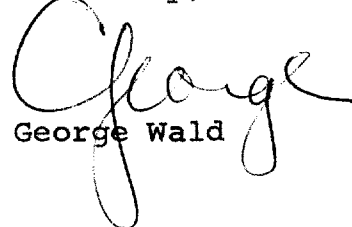
I would like best to make this appointment on the level of instructor, which normally means three annual appointments, after which a decision is made whether the man goes to an assistant professorship. On the other hand, just the right man, and with a little more experience, might be ready at once for an assistant professorship. The other three men in the course were made into assistant professors after one year as instructors. The going salaries are: instructor, \$7000; assistant professor, \$8000, with \$300 increments annually. This is exclusive of summer salaries on funds.

As you see, I am asking for a paragon. So is everyone else, of course. I guess it is really up to the man. If you know a paragon who might like to work at Harvard and who in addition might like to take part in our course, here is a job for him.

This is already unfortunately late in the year to make such inquiries, and I would be most grateful if you would write me your suggestions soon. We hope to have this pretty well decided by the first of the year.

With all regards and good wishes,

Sincerely,

  
George Wald

GW:b